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DDA 76-4407
1 SEP 1976

PMCD Participation in the Structuring the ICS Staffing Complement

1. In the process of developing an expanded and restructured Table of Organization, the Intelligence Community Staff consulted with the Position Management and Compensation Division of the Office of Personnel to seek advice and guidance concerning the appropriateness of the position grade levels being included in the proposed ICS structure. However, the expansion and restructuring of the Intelligence Community Staff was largely accomplished in conformance with ICS projected requirements and proposed grades. The following chronology briefly outlines subsequent PMCD efforts regarding the ICS Staffing Complement.

2. On 23 April 1976, representatives of PMCD met with the three senior ICS Officers who were functioning as heads of the three major Offices within ICS. These meetings were arranged by ICS to provide an overview of the functions and responsibilities involved in the proposed expansion of the ICS structure from [redacted] positions. (Included in the expansion were a significant number of proposed upgradings, new positions to be established at senior grade levels, and a completely changed organizational structure.) PMCD representatives spoke with each of the three ICS Office Heads for approximately two hours and explained that it would be impossible to cover each position in detail, but that PMCD hoped to obtain a general explanation of the functional responsibilities of the ICS organizations and discuss general aspects of several of the positions where the functions appeared unclear.

3. As a result of the above meetings, PMCD on 30 April 1976, identified 30 positions where PMCD had significant disagreements with the ICS-proposed

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grade allocations. At the same time, it was noted that the PMCD recommendations reflected an effort by PMCD to provide a realistic reaction to the ICS expansion proposal on very short notice without the benefit of complete substantive position data necessary for precise allocations. Because of this, the PMCD proposed allocations were to be regarded as tentative and subject to further review and possible adjustment.

4. As a result of the PMCD recommendations, a representative from PMCD met with the ICS Executive Officer and several other ICS senior officers to clarify differences concerning the appropriate grade levels for the establishment of ICS positions. In these meetings, it was emphasized that the PMCD recommendations should in no way be considered final evaluations; and that the positions would be subject to subsequent upward or downward adjustment when later reviewed. Within this context, a number of the areas of disagreement were resolved to the general satisfaction of PMCD and ICS, and position grades were adjusted accordingly. There were also a number of positions whose grade levels could not be finally resolved on the basis of data currently available. These positions were flagged for audit and adjudication as full position data was developed.

5. On 18 May 1976, PMCD received a copy of a revised version of the proposed ICS Staffing Complement which had been approved by the Director of Central Intelligence on 7 May 1976. This revision contained the grade adjustments previously resolved between PMCD and ICS and also those positions whose grade levels were subject to final adjudication as full position data was available. Based upon the DCI approval, PMCD issued a revised Agency Staffing Complement for ICS. However, all of the positions for which there was insufficient data to allow for final classification were footnoted as "pending grade review" and ICS was provided with PMCD guides for preparing position descriptions to document these positions for later PMCD review.

6. On 2 July 1976, PMCD received another expansion proposal from ICS which increased their structure from [redacted] positions. As with the previous ICS expansion proposal, PMCD revised the ICS Staffing Complement to include the new positions at the requested grades subject to later review by PMCD.

7. At a 28 July 1976 meeting with Mr. Donahue and Ms. Blandin of OMB, the Associate Deputy Director for ICS, [redacted] verified that PMCD would review the positions in ICS within a year, and that ICS would accept the results of these audits. As a result of this continuing understanding that it would be necessary for PMCD to review the ICS positions in some detail to properly classify them, ICS is now in the process of preparing detailed position descriptions. PMCD is continuing to work with ICS in providing them guidance in the preparation of the position data needed.

8. At present, PMCD is planning to survey the largest Office in ICS, Office of Performance Evaluation and Improvement (OPEI), later this fall in response to a request from ICS. Further survey audits of the other ICS Offices, tentatively planned for some time in 1977, will subsequently be arranged.